



◀ RESET YOUR COMPASS ▶

Working with Exodus:

A Manual for our Local Partners

Understanding our requirements and expectations

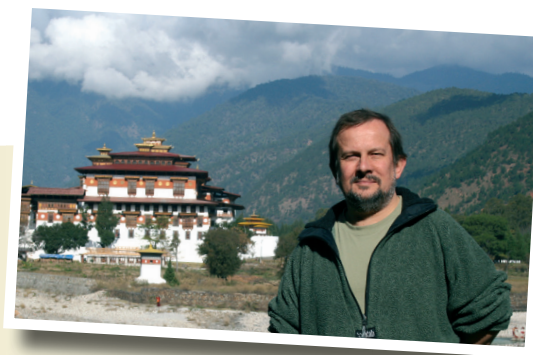


December 2011

Edition 1

FOREWORD

by Peter Burrell, Exodus Managing Director



It's all about you!

Over our 38 years of operation, Exodus has built up an enviable reputation for running quality, adventurous and active holidays.

Much of what we have learnt about how to deliver excellence has come from our many outstanding local partners. The relationship and understanding between Exodus and our partners is crucial to our continued success. As we continue to grow in size and range, our challenge is to ensure these same high standards are present across all types of trips in all countries around the world. With this in mind, I wanted to provide clear, written guidance for all our overseas partners that defines our expectations for all Exodus holidays.

I would therefore like all our partners, both new and those who have been working with us for years, to embrace this guide, and in doing so, help us to continue to deliver the best adventure holidays in the world.

I want Exodus to 'Set the Standard in Adventure Travel'. To me this means three things:

- **knowing exactly what we want to offer**
- **ensuring Exodus and our local partners are able to deliver it, and**
- **constantly looking for ways to do things better**

I hope that you will all join me and the Exodus team in working towards this bold aim.



Peter Burrell, Exodus MD

December 2011

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1.1 Who is it aimed at?

- This document details Exodus' expectations of all local partners who provide a combination of more than one of the following services: transport, accommodation, activities and tour leader.
- This document is for use by both new and existing local partners, and contains full details of all Exodus requirements.
- The standards and processes contained within the document should be applicable to operations of any size or scale, but some of the very smallest (1 or 2 employees) local partners may struggle to comply with all areas.
- Exodus expects the document to be read by a number of key staff including owners, general managers, and operations managers.

1.2 What actions should be taken?

New partners	New Exodus partners should read in full and discuss with Exodus all areas where the guidelines may be difficult to achieve.
Existing partners	Existing Exodus partners should read in full, but are asked to take particular note of sections 4, 5 and 6, and should discuss with Exodus all areas where the guidelines may be difficult to achieve.

1.3 Key points on interpretation

Through this document you will find three different prefixes to statements made about Exodus' standards. These are:

Exodus requires...	signifies an obligation that Exodus sets as a minimum standard for all partners. Any deviation could be considered a breach of contract, unless there is clear justification.
Exodus expects...	signifies a course of action that is clearly expected by Exodus in all or most circumstances.
Exodus recommends...	signifies a course of action that is recommended by Exodus, but its value may vary according to the area of operation or the partner in question.

Appendix 1 summarises all these obligations in a table for quick reference.

Highlighted sections. All sections of this document are important as they detail Exodus' full expectations of our local partners. However certain sections are highlighted and extra attention should be paid to these, as they explain the key issues that we believe set the Exodus experience apart from other travel experiences.

1.4 Where are the 'Supporting Documents'?



At various points in this document there are references to **Supporting Documents**. They are all easily accessible from the Exodus website and form a key part of the Exodus operational guidelines.

- To access these documents please go to: www.exodus.co.uk/operators. A user name and password will be distributed annually.
- For all queries regarding Supporting Documents, please contact the Operational Quality team by emailing OQ@exodus.co.uk

A basic understanding of Exodus as a company is key to running holidays to Exodus expectations.

2.1 Quick overview

Exodus is the original adventure and activity holiday company with over 38 years' experience. Exodus enjoys a strong reputation for its exciting product range and itineraries. Exodus has a broad appeal, from experienced travellers looking for active and demanding programmes, through to those who want to travel at a more leisurely pace.

- Founded in 1974, making Exodus the longest-established major adventure travel company in the world.
- London (UK) head office with over 100 staff.
- Part of the PEAK adventure travel group (which is in turn part owned by TUI Travel plc).
- Operates over 400 trips on all seven continents.
- Global sales outlets for all English speaking markets, but predominantly selling directly to UK customers.
- Well known for certain specialisms within adventure travel, including walking and trekking, cycling, winter activities and wildlife holidays.

2.2 Exodus Values and Brand Personality

These key words define the Exodus values:



Exodus travel experiences are about 'broadening our customers' horizons', this proposition is articulated in the strap line: '**Reset your compass**'. Our brand should reflect this proposition, and our Brand Personality is defined by five key terms.

Leading The original adventure and activity holiday company. Pioneers with 38 years' experience.

Enthusiastic Exodus offer the best experience at a fair price, and ensure all our overseas staff and leaders are paid fairly.

Passionate Award-winning operator and Tour Leaders. Exodus have won multiple awards for our holidays and leaders.

Committed We do make a difference. We believe tourism should be a force for good.

Energetic We are the specialists. We know travel; our staff have visited over 120 countries. We don't spectate, we participate.

Of course, our brand means different things to different people, and the sections below expand on some of the key points about the company.

2.3 A brief history by decade

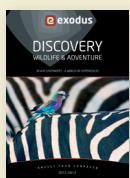
1974	Founded by two overland entrepreneurs running the Trans-Asia route.
Late 1970s	Growth of the overland product within Asia and Africa.
1980s	Expanding overland product into Latin America, and the addition of a trekking programme.
1990s	Notable innovations include taking the first overland vehicles into China, trekking groups into rarely visited Russian republics and the addition of a cycling programme.
2000s	The Discovery programme dominates, and produces good growth. Addition of Polar voyages brings Exodus into all 7 continents.
2010s	Plans for continued growth while delivering high quality experiences.

2.4 Exodus Travel Philosophy

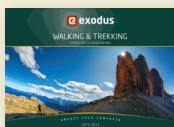
The Exodus Travel Philosophy is about a holiday experience that delivers the maximum return to the customer – in terms of enjoyment, personal fulfilment, understanding and interaction with a country and its population. Exodus therefore runs trips that see behind the tourist façade, and provide experiences that other visitors may not normally access. Where possible we use accommodation with character, a variety of transport options, local tour leaders, and maximise interaction with the local population and their way of life.

Key to offering this type of travel is travelling in small groups and our normal maximum group size is 16 people. Smaller party sizes minimise any strain on local resources and the impact on local populations, thus ensuring we travel in a sustainable way. Beyond this, Exodus sponsors many projects around the world that bring tangible benefits to local communities and environments.

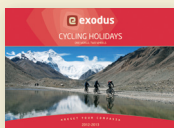
2.5 Exodus product range



Discovery, Wildlife & Adventure. Our largest offering, featuring mainstream adventure travel destinations and more off-the-beaten track trips. Most itineraries include sightseeing, cultural experiences and some gentle activity.



Walking & Trekking. Walks and treks in all of the world's major mountain ranges. From the classics like Mont Blanc, Everest Basecamp, Kilimanjaro and the Inca Trail to more remote parts of Europe and the Himalayas. All trips are graded for difficulty (see section 2.6 on page 8).



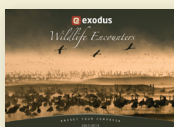
Cycling Holidays. Road and off-road rides around the world. Apart from our self-guided programme, all trips have vehicle support and are fully guided. All trips are graded for difficulty (see section 2.6 on page 8).



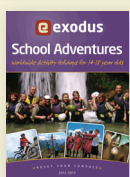
Winter Activities. Focusing on alternative snow-based activities, this programme offers unspoilt locations and a variety of activities including snowshoeing, cross-country skiing, dogsledding and mixed activity weeks. All trips are graded for difficulty (see section 2.6 on page 8).



Family Adventures. A selection of our most popular destinations tailored to suit families. Minimum ages vary, but most commonly start at five years. Differences in itinerary design, leading styles and health and safety requirements are shown in the Family Adventures Guidelines document.



Wildlife Encounters. A collection of trips that feature wildlife viewing as a major element, and also includes our Polar Voyages programme.








School Adventures. Any Exodus itinerary tailored to meet the needs of school-sponsored trips. Students will be accompanied by teachers rather than their parents. Differences in itinerary design, leading styles and health and safety requirements are shown in the School Adventures Trip Operational Guidelines document.

*2012 Collection

2.6 Trip grades

All Exodus holidays are graded for difficulty to assist the customer in choosing a holiday that suits their ability, experience, and the level of challenge required. It is essential that all discussions between Exodus and our partners regarding the grading of trips (especially activity trips) are made with detailed understanding of the Exodus grading system. A summary of the five grades is shown below.

General Description	Activity Description
 Leisurely	A
 Moderate	B
 Challenging	C
 Tough	D
 Tough Plus	E

Full and up to date explanations of the grading system should be viewed on the Exodus website under the applicable activity programme. Trips from our 3 active programmes, Walking & Trekking, Cycling and Winter Activities use the same grading system, but the grades are referred to by the letters (see right hand column), rather than the descriptions. Please note that cross-country skiing holidays from the Winter Activities programme have a different grading system, details also available online.

2.7 Responsible Tourism

Exodus believes that tourism can be a force for good when sensible and sustainable practices are followed. Exodus follows three simple guiding principles:

- We should ensure that communities benefit from our visit
- We realise that every destination is someone else's home
- We should leave places as we would like to find them

These guiding principles are backed up by our Responsible Tourism Policy and compliance with this policy is an obligation for all Exodus suppliers. Exodus requires all its local partners to read, understand and comply with the policy.

Exodus also believes in giving something back and has supported many projects around the world which have had a positive material impact on the environment and communities visited. Details of all projects are available on the Exodus website.



Supporting Document *Responsible Tourism Policy*



2.8 Customer Charter

Exodus are also proud to work to a Customer Charter. The charter outlines our promises to our clients at every stage of their experience with Exodus. The full one page charter document should be read here: http://www.exodus.co.uk/customer_charter.

The charter has four sections, including:

On your Holidays we promise to:

- Deliver the holiday we said we would; we will meet or exceed your expectations.
- Provide a leader who will inform, inspire and share your passion for travel.
- Ensure the safety of all our clients, whilst maintaining a spirit of adventure.
- Operate our holidays responsibly, sensitively and respectfully.
- Give something back through our projects and to our host communities.

Exodus hopes that the guidelines shown in the document will ensure our partners fulfil the above promises for our customers.

INFOCUS
PUTTING CUSTOMERS FIRST

3 ABOUT EXODUS CUSTOMERS AND THEIR EXPECTATIONS

Exodus' partners cannot deliver holidays that match or exceed our customers' expectations without knowledge of the kind of people who take Exodus holidays. Exodus customers come from a range of backgrounds, but are often like-minded when it comes to their travel and holiday expectations.

3.1 Customer profile	<p>Recent external market research suggested Exodus customers often possess the following characteristics.</p> <ul style="list-style-type: none"> • Affluent but not materialistic • Successful but want to grow and be challenged • Quality driven but value conscious • Individuals but seek out like-minded people • Self-focused but have ethical values • Goal orientated but not proud
3.2 Customer profile specifics	<p>Nationality Most Exodus customers are British (84%), other customers come from Ireland (Eire), Canada, USA, Australia, New Zealand and throughout Europe.</p> <p>Age range Many trips will have an age range from late 20s to mid-70s. The average age across all Exodus trips is 45-50 years. In general, cheaper and more active trips have younger average ages, while the more cultural, expensive and esoteric trips will have older average ages.</p> <p>Singles/couples Just under half of our customers travel alone, with a similar proportion travelling in couples. A small percentage travel as a group of three or more.</p> <p>Professions Exodus customers generally come from middle or higher income professions. Many customers will be educated to a university level and will be well-informed. The most common professions for Exodus customers are generally accountants, teachers, doctors and lawyers.</p>
3.3 Exodus customer expectations	<p>An understanding of our customers and their expectations should assist both local managers and leaders.</p> <p>Exodus customers normally expect:</p> <ul style="list-style-type: none"> • To be kept fully informed of plans and schedules at all times, and of any factors affecting the itinerary. • Occasional last minute changes or disappointments as long as the 'reason for' and 'impact of' the changes is fully explained and clearly justified. • To be offered the freedom to do their own thing as appropriate, but with clear information about the options available so free time is not wasted time. • Not to feel 'ripped-off' by over-priced or 'over-touristy' experiences. • A certain level of risk involved in adventurous travel, but that their safety will be cared for, while not feeling overly controlled. • To be given an in-depth understanding of a country without feeling like they are on an educational tour. • The leader to be adaptable, flexible and able to solve problems. • The leader's sole motivation should be to make the best holiday experience for the customers and not any other personal or company priorities.

3.4.1 How do customers book?	<p>Currently approximately 80% of Exodus customers book directly with Exodus. The rest book through travel agents or other organisations. Some bookings may also come from other tour operators who are sister companies. For non-UK residents, most bookings come via appointed General Sales Agents.</p>
3.4.2 'Flight Inclusive' or 'Land Only'	<p>Approximately 70% of customers who book take a 'Flight Inclusive' package which includes flights from London or regional airports around the UK. Most customers prefer to join the group flight but some will travel on alternative airlines for a variety of reasons. Those who book arrangements which start and end in the destination country are known as 'Land Only' customers.</p>
3.4.3 How far in advance do customers book?	<p>Figures vary greatly according to the destination and the cost of the holiday, but for Exodus overall, the following booking patterns apply.</p> <ul style="list-style-type: none"> • Approximately 25% of bookings are made at least 6 months before departure. • Approximately 50% of bookings are made between 6 and 2 months of departure. • Approximately 25% of bookings are made within 2 months of departure. • The average period before travel that customers book is 4 months.
3.4.4 Customer loyalty	<p>Exodus has a high level of repeat custom and a significant number of customers have completed 20 or more Exodus trips.</p> <ul style="list-style-type: none"> • 45% of our customers take more than one trip in a 5 year period. • 1200 customers have completed over 10 trips with Exodus and are still regular customers. • In any group it is reasonable to expect that around half will have travelled with Exodus before. <p>Exodus rewards repeat customers with Loyalty Discounts of 5% for their 3rd and subsequent trips until their 9th trip and 10% for their 10th trip and any subsequent trips.</p>

4 DELIVERING THE RIGHT PRODUCT TO OUR CUSTOMERS

4.1 General Product Requirements for Exodus holidays

4.1.1 Well priced and attractive trips

Exodus must offer well priced trips to continue to grow in a competitive market. Exodus **requires** all partners to price their services in a way which guarantees the quality requirements shown in this document, whilst enabling Exodus to arrive at an attractive selling price.

Exodus also **expects** its partners to understand the nature of the market we are selling in, and to help us provide itineraries that are more attractive than those of our competitors wherever possible in terms of both price and content.

4.1.2 Well planned and fine-tuned itineraries

Exodus and our customers expect great care to have been taken in the preparation and running of Exodus holidays. Exodus therefore **requires** all holidays to be thoroughly planned, tested and fine-tuned.

- **New trips.** Exodus **requires** new itineraries to be tested or evaluated by an appropriately skilled manager or leader before operation. Partners must choose the most appropriate leader for the first departure of a new trip and that leader should be fully briefed by managers.
- **Existing trips.** Existing holidays should improve through feedback and fine tuning using an established quality management system involving customer feedback, leader feedback and detailed management understanding.
- All Exodus trips should reflect the Exodus Travel Philosophy, as explained in section 2.4.

4.1.3 Service innovation and upgrades

It is Exodus' stated aim to 'Set the Standard in Adventure Travel'. This can only be done by constantly improving the service offered to customers on trips. Wherever possible, any enhanced service should be built in to the trip and not left to chance or leader discretion. Exodus **expects** all local partners to demonstrate how they are improving the customer service or experience.

Service or experience innovation

Customers should feel they have been given more than they expected or provided with a service or trip component that they believe other visitors will not have had. Often it is the small details that can leave a lasting impression. Where the nuts and bolts of a service is within our control, it is easy to look for ways to improve, for example on camping trips (treks or safaris):

- Introduce a new piece of cooking equipment so staff can produce special meals not normally seen on camping trips.
- Give trekking staff (assistant guides, kitchen crew and porters) name badges, so clients can greet them by their name.

On hotel-based trips, where much of the service clients receive is sub-contracted, it may take more work to find examples:

- Provide Exodus branded two-page city guides or an annotated trekking route map to each customer.
- Celebrate the highlight of a trip with a special drink or meal, or provide a certificate of achievement to each customer.
- Include an unscheduled stop at a less visited beauty spot or view point and share a picnic bought in a local market.
- Especially in hot countries, provide a free bottle of water on arrival or greet a cycling or trekking group at the end of a tough day with a cooler of beer or soft drinks.

Service upgrades

Where an Exodus partner owns or has a long-term lease on key services (accommodation, transport, equipment or even staff clothing) these should be regularly reviewed and upgraded as required.

- Ensure a 2-3 year plan is in place for hotel or accommodation refurbishment.
- Ensure vehicles are replaced before they start to look old or break down.
- Ensure any activity equipment is well maintained and of a relatively current design.

4.1 GENERAL PRODUCT REQUIREMENTS FOR EXODUS HOLIDAYS

4.1.4 Accurate customer information

Whilst the brochures and website set initial expectations, the Trip Notes form the contract with the client. Trip Notes are used to manage customer expectations and inform customers of important information, as well as selling the holiday. It is therefore essential that all local partners carefully review, amend and update the Trip Notes before their publication.

Our local partners have a contractual obligation to:

- Provide Exodus with clear information regarding the itinerary, inclusions and services and where possible, with well written descriptions for use in the Trip Notes.
- Check all information shown in the brochure, website and Trip Notes and confirm they are accurate prior to publication.
- Advise Exodus of any changes, amendments or updates during the year.
- Ensure that Tour Leaders carry the Trip Notes and follow the itinerary shown during the trip.

Our local partners will be sent Trip Notes to proof prior to their publication. If for any reason these are not sent, Exodus expects our local partners to request them in order to check their accuracy.

4.1.5 Operational Branding

It is important that all Exodus holidays look and feel like Exodus holidays, even though they may be operated by different local partners. Exodus has produced a guide to our branding requirements which includes the following key points, which Exodus **expects** all local partners to follow:

- Exodus has some simple standard Operational Branding requirements for **all** partners.
- Exodus also makes extra demands of **higher volume** partners as to the level of branding expected.
- Operational Branding is an obligation outlined in the contract, and therefore the cost is generally borne by the partners.
- The 'Operational Branding Requirements for Local Partners' resource contains all relevant information, as well as templates and logos for local production of all items.
- Exodus has a stock of items produced in the UK that can be purchased from Exodus at cost price.



Supporting Document: *Operational Branding Requirements for Local Partners*

4.1.6 Responsible Tourism in action

Exodus **expects** all local operators to ensure that on every trip there are practical demonstrations (at least one) of Responsible Tourism (RT) in action.

RT can be built into a trip in small or more significant ways. Local operators should propose how RT will be demonstrated on each Exodus trip. While each country or location will be different, some examples are shown below.

Small things, normally done by the leader:

- Collect all empty mineral water bottles at the end of each day and ensure they are recycled at a recycling station.
- Take clients to small scale handicraft cooperatives where the money is clearly going directly to the producers, rather than large emporiums.

Larger things, built into the service or itinerary:

- For trips to remote or sensitive areas, ensure a robust system of waste disposal is used.
- Include a visit to a community, development or environmental project in the itinerary and ensure its work and benefits are clearly explained.

Leader briefings should include the following:

- Importance of RT to Exodus.
- How the itinerary aims to minimise impacts and maximise benefits.
- How the customers can help.

4.1 GENERAL PRODUCT REQUIREMENTS FOR EXODUS HOLIDAYS



4.1.7 The Exodus 'Standard Trip Elements'

Exodus trips come in many styles and each trip will be different, depending on the activity and destination. There are, however a number of things a customer can expect on any Exodus trip, anywhere in the world. Exodus **requires** that the 10 'Standard Trip Elements' are delivered on all Exodus holidays. This is the obligation of the local partner and the Tour Leader. The local partner should set systems and training to ensure they happen, while the Tour Leader is often responsible for their final delivery.

10 Exodus 'Standard Trip Elements'

- 1 Meet-and-Greet for all customers should be 'by-the-book', strictly following the Exodus guidelines set out in the Leader Manual (see Leader Manual).
- 2 The Tour Leader must provide a main briefing for the whole group within 24 hours of arrival, of between 30 and 45 minutes in duration, and do daily evening briefings about arrangements for the following day as standard (see Leader Manual).
- 3 The Tour Leader should learn all customers' first names and use them.
- 4 No shopping experiences should be included as part of the itinerary, unless clearly shown in the Trip Notes or at the request of the whole group.
- 5 Clear, transparent and fair tipping advice must be provided by Exodus' local partner. The Tour Leader can only collect a 'tipping kitty' as shown in the Exodus Trip Notes (see Leader Manual).
- 6 A demonstration of Responsible Tourism in action should be shown on every trip and the tour leader must include Responsible Tourism in their briefing (see Leader Manual).
- 7 The Tour Leader should join the group for all evening meals, unless specifically agreed otherwise. Where food is not included in the trip, the leader must arrange and attend optional group meals.
- 8 Customers must be able to contact the Tour Leader in case of emergency at all times and wherever appropriate the Leader's mobile phone number given to the group.
- 9 The Tour Leader must always provide suggestions and options for free time and assist customers to make the most of it.
- 10 The Tour Leader must brief clients in detail about the Holiday Evaluation Form feedback system and if required, on any immediate feedback forms used by local partners.

4.2 SPECIFIC SERVICE REQUIREMENTS FOR EXODUS HOLIDAYS

4.2.1 Accommodation

Exodus holidays usually put the overall experience before the specific choice of accommodation, but the accommodation needs to be carefully chosen to maximise the customer experience whilst maintaining a competitive price.

Choice of accommodation

The following factors should be considered when choosing accommodation:

Location. A good location can be a real selling point and a poor location can be a disappointment. Where there is somewhere to explore, we would normally expect accommodation to be within walking distance (or a short taxi ride) of areas of interest.

Character. Where there is a choice, we prefer smaller accommodation with character. This might be due to traditional local design or be because it is managed and hosted by a local family.

Star-rating and price. Star ratings are not essential to Exodus in their own right, but they are a recognised mark of overall quality. In general Exodus uses 3 or 4-star hotels, whilst in some locations, Exodus is happy to use lower rated accommodation if it provides an acceptable level of comfort or experience.

Facilities. En suite bathrooms should be provided wherever possible, along with air conditioning in hot or humid countries. Other room facilities (TV, minibar etc) are not important. General hotel facilities like swimming pools can be useful selling points. Customers will only expect luggage portage if it is standard for that country.

Non-hotel accommodation - camping, homestays, mountain huts etc. Exodus are happy to use non-hotel accommodation where it compliments or enhances the itinerary, or where it is the only option available. Any use of such accommodation should be highlighted at the quoting stage, so it can be clearly explained in the Trip Notes.

Other important accommodation requirements

Twin Share. Exodus operates all its trips (apart from self-guided cycling trips) on a 'Twin Share' basis. This means that customers booking alone will be allocated a twin room with another member of the group of the same sex. Where there is an uneven number of single persons of either sex, the unmatched individuals must be provided with a single room. Under no circumstances should an unmatched male and an unmatched female be asked to share. Under no circumstances should two people in a 'Twin Share' be asked to share a double bed.

Optional single rooms. Customers who wish to, can pay an optional single supplement to guarantee a single room. Where a variety of accommodation is used and single rooms cannot be provided for all nights, this must be clearly explained so it can be shown in the Trip Notes.

Room allocations. Exodus **expects** local partners to hold an appropriate allocation of rooms for all planned dates for any itinerary. This allocation should be able to accommodate the maximum group size and should have a mixture of single and double occupancy rooms.

Confirming and changing accommodation arrangements. In most cases, Exodus does not publish the names of specific hotels and does not require the names of hotels to be provided for each night or any tour, unless specifically requested.

The name of the start hotel or any pre-tour hotel will be included on customer booking documentation, and Exodus **expects** to be notified about any changes at least 6 weeks in advance of travel. Where accommodation is named in the brochure or Trip Notes as a selling point, at least 8-weeks notice is expected, along with a valid reason for the change.

Health and safety requirements. See Customer Health and Safety audits in section 4.3.3 on page 17.

4.2 SPECIFIC SERVICE REQUIREMENTS FOR EXODUS HOLIDAYS

4.2.2 Transport

The following factors should be considered when choosing transport:

Road transport. Exodus **requires** all road transport to be of an appropriate size for the whole group to travel comfortably with hand luggage for their daily needs. On larger vehicles (more than 16 seats) this will often mean having at least one spare seat. For some short transfers, more than one Exodus group can share a vehicle, if agreed in advance. Local public buses should not be used in any Exodus itinerary outside Europe, unless agreed. Taxis can be used for short transfers.

Off-road transport. Details of safari or overland vehicles should be clearly shown at the quoting stage, and changes should not be made without prior discussion with Exodus. Extra care should be taken in relation to vehicle spares and maintenance, access to viewing space and luggage transportation and storage.

Trains. Seats should always be pre-booked and overnight journeys should as far as possible be done in appropriate sleeper accommodation that keeps the group separate from other travellers.

Boat transport. Boat transport can be on private charter boats or public ferries.

On any public transport, care should be taken to provide appropriate luggage portage. Exodus clients do not expect to carry their bags for a significant distance, unless this is explained in the Trip Notes.

Other transport. Some Exodus trips aim to use a variety of transport to enhance the local flavour of the itinerary, such as animal rides (elephants, camels), rickshaws etc, many of these will be optional. Exodus **requires** that all transport is arranged in compliance with the Health and Safety guidelines on transport as shown in the Customer Health and Safety Minimum Standards document discussed in section 4.3.3 on page 17.

4.2.3 Sightseeing, activities and excursions

Finding the right balance of activities and excursions is key to creating a fulfilling travel experience. The choice of services, and the way they are included in the trip should follow the Exodus Travel Philosophy. Decisions about which activities to include in the itinerary will be made at the product design stage in conjunction with the Exodus product team. Key points to consider are:

- Ensure that no highlights are missed.
- Aim to include a mix of experiences, not to just tick off the tourist highlights.
- Try to visit the highlights differently, eg: time of day, different entrance or back route, include less visited areas, consider different types of transport (city tour, on foot or in a rickshaw).
- Ensure the guiding style is informative but relaxed. Information should be passed on as if it was one friend to another, rather than as a lecture.
- High risk activities should only be recommended (whether included or optional) in line with the guidelines shown in Customer Health and Safety section 4.3.3 on page 17.

4.2.4 Local Joining Points and airport transfers

All tours have a designated 'Local Joining Point'. In nearly all cases this is the first night's hotel, but in some cases it can be the airport, or another location.

For customers joining locally, Exodus will provide information about how to reach the Local Joining Point and will ask our local operators to provide this detail. Exodus **requires** local partners or the Tour Leader to provide written information at the Local Joining Point advising customers where and when to join the main party.

The 'Flight Inclusive' price of an Exodus holiday includes the cost of a return airport transfer for the group flight only. Customers not arriving on the group flight may choose to join the group transfer (if their flight lands beforehand), book a private transfer, or make their own way to the 'Local Joining Point'.

4.2.5 Activity specific product requirements

Exodus produces a number of documents which act as policies, guidelines or manuals for specific types of trip. Exodus **requires** local partners to refer to and follow the appropriate documents when creating and operating these types of Exodus holidays. The most up to date documents are all held in the Operator Webpages section of the Exodus website. Notification of updates or new releases will be automatically sent to all applicable partners.

Exodus expects local partners to build the right processes into their business to support the delivery of consistently high quality Exodus trips.

4.3.1 Tour Leaders

What defines Exodus' expectations of our Tour Leaders?

Exodus recognises that the most important individual in the success or failure of any Exodus holiday is the Tour Leader. As most Exodus leaders are not directly employed by Exodus, it is especially important to be very clear about our expectations of this role.

Online Leader Induction Module

Exodus **requires** all Tour Leaders to complete the online Leader Induction Module before leading their first Exodus trip. The module contains three sections, with a short test after each. Leaders are required to obtain a minimum score to complete the module. The Leader Induction Module can be accessed via the Leader Webpages on the Exodus website at www.exodus.co.uk/leaders.

Leader Manual

The Leader Manual contains detailed guidance on our expectations of Tour Leaders, mandatory and preferred processes and any relevant forms a leader may need to use while running an Exodus trip. Exodus **requires** all leaders to have read this manual, to carry a copy and to refer to it where necessary.



Supporting Document *Exodus Leader Manual*

4.3.2 Leader management

In order to deliver the highest standards of leadership, Exodus **requires** local partners to have developed appropriate systems for managing leaders and their performance.

New leader training

Exodus **requires** local partners to have a standard training programme for new leaders, which should include:

- Completion of the Exodus Online Leader Induction Module
- At least one full training trip, shadowing an experienced leader
- Office based briefings or training according to a set schedule
- Detailed review after 1st and 2nd trips as sole leader, with approval systems for ongoing management of leader performance

Annual training updates for existing leaders

Exodus **expects** local partners to run annual training sessions where new procedures are discussed, or areas of weakness are addressed. It can be useful for newer and more experienced leaders to share skills and ideas.

Leader skills and qualifications

Exodus **requires** all Tour Leaders to have appropriate qualifications, whether required by law, or by acknowledged local best practice for that activity. Exodus **requires** all partners to keep copies of appropriate leader qualifications. Exodus **requires** all Tour Leaders to have an appropriate First Aid qualification.

Leader choice

Exodus **requires** local partners to have a clear understanding of different product requirements (for example, specialist Family, Wildlife or Trekking trips) and to schedule the appropriate leaders for every trip.

Exodus **expects** local partners with more than five full time leaders to propose and agree a small pool of Exodus leaders to (as far as possible) run all Exodus trips. The names of these leaders should be sent to Exodus at the start of the year. Using just a select group of leaders should mean that:

- Leaders will gain a more detailed understanding of Exodus trips and Exodus clients.
- Leader loyalty to the brand increases.
- Training can be more targeted, feedback can be monitored and high performing leaders can be rewarded.

4.3.2 (cont.) Leader management

Leader performance management

Exodus **expects** local partners to have leader performance management systems based on customer feedback and this should be the primary performance indicator. This can be in the form of either paper feedback forms (to be approved by Exodus) collected locally, or reviewing the leader scores on the Exodus Holiday Evaluation Forms. Full reviews should be done at least once a year. Exodus **expects** proper action to be taken where leaders are falling below targets.

Exodus believes that financial incentives are the best way to ensure consistent high performance from trained and competent Tour Leaders. Exodus therefore **recommends** that local partners offer leaders an appropriate form of reward which may take the form of annual bonuses, final payment only being approved after acceptable feedback is collected, or another system.

4.3.3 Customer Health and Safety

Exodus has various Customer Health and Safety procedures and guidelines which govern our actions in relation to the operation of our trips. Local partners are integral in administering these procedures and guidelines. The key issues for our local partners are shown below.

Client Health and Safety Minimum Standards document

Exodus has produced a set of Health and Safety Minimum Standards that are part of the standard supplier contract, and we **require** our local partners to comply with these. Local partners must inform Exodus about any areas where they cannot comply and any agreement to accept different standards can only be made by Exodus' Operations Director. Exodus is confident that for any diligent partner, complying with these standards will involve little extra work and believe they are both practical and reasonable.



Supporting Documents (i) Supplier Contract, (ii) Client Health Safety Minimum Standards

Management of Health and Safety within your organisation

Exodus **requires** a named member of staff to be in charge of Customer Health and Safety within our local partners. That person should have a clear understanding of their role and all appropriate procedures in relation to Health and Safety. All staff (including leaders, operational staff and managers) and customers should be encouraged to report Health and Safety concerns. Any concern reported should be logged and followed up by the person with Health and Safety responsibility within the organisation. Where an issue is recurring or cannot be solved easily, Exodus must be notified.

The Tour Leader's role in Health and Safety

Tour Leaders have a key role in ensuring our Health and Safety standards are followed on our trips. The Exodus Leader Manual gives more detailed guidance and advice for leaders. All Exodus Tour Leaders should:

- Follow the control measures shown in the Exodus trip Risk Assessment
- Clearly brief groups about any risks that require customers to take care or amend their actions or behaviour
- Make decisions during the trip that keep customers safe, according to their experience and qualifications
- Highlight any issues or concerns to management so further action can be taken

Auditing of services used on Exodus trips

Exodus **requires** local operators to use appropriate care when choosing all services. This means ensuring that the suppliers of those services are operating legally, comply with local best practice, and are financially sound. Some services, such as high risk activities (see below), should comply with internationally recognised best practice, rather than local best practice.

Exodus will audit services as appropriate. Audits may be carried out on certain high risk or high volume services. If Exodus requires a local partner to audit a service, the appropriate form will be provided along with a full explanation of its use. Any locally completed audits should be sent to Exodus with agreed actions.

4.3.3 (cont.) Customer Health and Safety

High risk or hazardous activities

Exodus will sometimes provide customers the opportunity to take part in adventurous or high risk activities. These may be included in the itinerary, or be available as optional activities during customers' free time. Exodus **requires** local partners to take extra care in the sourcing of these activities. Such extra measures should include:

- Ensuring the staff member evaluating the activity has a good understanding of the key safety measures for that activity, and of what is internationally recognised best practice.
- Ensuring that the adequate research is undertaken about the history and background of the activity in that specific location, including incident history, key risks and safety issues, and local best practice.
- Ensuring that adequate research is undertaken about the history and background of the proposed supplier, including key staff or owners, incident history, and licences and references from appropriate organisations.

Exodus can provide further assistance in a number of areas, including providing appropriate 'Preferred Codes of Practice' (PCoP) documents and checklists for the most common activities. Please contact OQ@exodus.co.uk.



Supporting Document *Client Health and Safety Minimum Standards Section 4.*

Trip Risk Assessments

The Trip Risk Assessment is an integral part of Exodus' customer Health and Safety procedure and Exodus relies on our local partners' co-operation to ensure that they are robust and accurate documents and that they serve the purpose they are designed for. A Risk Assessment allows Exodus to:

- Identify risks in a systematic way.
- Confirm existing control measures and add new ones if needed.
- Make judgements on acceptable risks.

On an annual basis, before the start of each new year of operation, Exodus **requires** local partners to review every Risk Assessment and check the systems they have in place to ensure that all the control measures are understood and used on a systematic basis by leaders and staff.

4.3.4 Quality control systems

Exodus **expects** local partners to have a way of building customer feedback into their quality control systems. Customer feedback can be gathered in a number of ways, but principally via the Holiday Evaluation Forms.

Customer Feedback - Exodus Holiday Evaluation Forms

- Exodus asks customers for feedback via an online Holiday Evaluation Form. A few days before the end of each trip, Exodus sends an email to all customers for whom an email address is held. The email includes a link to a survey with 18 questions, split into three sections. The response rate is approximately 50% of customers who travel in any year.
- Exodus **requires** all Tour Leaders to explain the Holiday Evaluation Form procedure in their end of trip briefing to help increase the response rate. The procedure is shown in the Exodus Leader Manual.
- Results are collated into a Single Trip Report between a week and two weeks after the return date of each trip. The report is then reviewed internally and then sent on to local partners with comments as appropriate.
- Each report shows the scores and comments from customers who have responded. Each question has a set benchmark which shows Exodus' expectations. The variance above or below the benchmark figure is shown next to the benchmark.
- Where the Holiday Evaluation Form scores for any particular trip falls below an agreed target (ie significantly below the benchmark in various categories), details will be sent to the local partner for investigation. Exodus **expects** a report of what happened and a list of agreed actions to raise standards in the future.
- Where customer scores are regularly falling below the benchmark, Exodus will work with local partners to find solutions. Exodus will set short or medium term targets for improvement, with the appropriate actions. In all cases of poor performance, Exodus **requires** the full cooperation of its local partners to help achieve the required levels of customer satisfaction.

4.3.4 (cont.) Quality control systems

Customer Feedback - Immediate Feedback Forms

A partner may choose to supplement the information gained from the Holiday Evaluation Forms with an Immediate Feedback Form. Any locally distributed form should include a standard Exodus phrase to ensure customers understand the difference between the Immediate Feedback Form and the Holiday Evaluation Form. Exodus has a template for an Immediate Feedback Form which we recommend partners use. Immediate Feedback forms are useful to gain direct and immediate customer feedback about a trip, a leader, certain hotels or other services. The forms should be collected and reviewed locally to ensure any issues are rectified before the start of the next trip.



Supporting Document *Immediate Feedback Template*

Customer Feedback - complaint handling

Where a customer raises a particular concern or complaint before, during or, most commonly, after their holiday, we refer the correspondence to Exodus' Customer Services department. Exodus takes pride in offering thorough and detailed responses to all customer comments, criticisms or complaints. Exodus **requires** full, careful and timely cooperation from all our local partners and where required, actions to be taken to avoid further occurrence of similar complaints.

Customer Feedback - web reviews

Exodus provides all customers the opportunity to post a review of their trip on the Exodus website. This helps other travellers choose the appropriate trip for themselves and acts as a powerful endorsement. Exodus partners should take a keen and active interest in the number and quality of reviews shown on their trips. Customers are asked 4 questions and to give the trip a star rating out of 5. All reviews, whatever the star-rating, are then shown on the appropriate trip page. Reviews are posted unedited by Exodus, but Exodus may choose not to show a review that contains defamatory statements or that might have a bearing on an ongoing legal dispute. Where a poor review is posted, Exodus usually post a comment in response to the issues raised.

Exodus **expects** all Tour Leaders to actively encourage customers to complete a web review if they wish to do so.

Leader Feedback - Trip Report Forms

Exodus **requires** each supplier have a system of gathering leader feedback from every trip, giving the leader an opportunity to report problems, suggest improvements, or to report Health and Safety issues. Standard Trip Report Forms are available on both the Leaders and Operators webpages of the Exodus website.



Supporting Documents (i) *Exodus Trip Report Form a*, (ii) *Trip Feedback Checklist b*.

5 EXODUS' RELATIONSHIP WITH OUR LOCAL PARTNERS



Exodus believes in long-term partnerships and collaboration. To help us deliver the best service to our customers, the following outlines the service we expect to receive from our partners, and the level of support our partners can expect to receive from Exodus.

5.1 Contractual requirements

Exodus' relationship with our customers is defined by our booking conditions, which must comply with the European Package Travel Regulations (1992) and the ABTA (Association of British Travel Agents) Code of Conduct.

Exodus' legal relationship with our local partners is defined by the Supplier Contract (3rd party suppliers) or by the Service Level Agreement (sister companies). Most parts follow standard contractual agreements between tour operators and overseas partners, however there are a number of key points to highlight.

- **Comply with all local laws.** All Exodus partners are required to be compliant with all the laws of the country of operation. This includes holding all applicable licences for the type of business and services offered.
- **Accept liability for your services and those of your subcontractors.** As a supplier of services to Exodus, including those bought in from a subcontractor, our partners are liable for all elements of the package of services provided to Exodus. There is therefore an obligation on contracted Exodus partners to take every care in choosing their staff, agents and subcontractors to ensure the service is provided as described and in a safe and reliable way. By providing any service, Exodus partners take full responsibility for its proper performance.
- **Hold Public Liability Insurance.** If an Exodus partner or one of its subcontractors, were to be negligent in a way that caused injury to a client, Exodus would hold the partner liable for any associated costs or claims. To cover this risk, all Exodus partners are required to hold appropriate insurance cover, generally referred to as Public Liability Insurance. Partners who fail to hold such cover do so on the understanding that Exodus or our insurers would be obliged to claim all costs directly from the partner company in the event of a successful customer claim.
- **Liability waivers or disclaimers.** Our customers overriding contract is with Exodus, therefore Exodus partners should not ask customers to sign any local waiver, except for separately purchased activities. Where a partner is obliged to collect a waiver (perhaps to guarantee insurance cover), Exodus must be made aware so we can explain this to our clients via the Trip Notes before they book.
- **Working with Exodus' competitors.** Exodus aims to offer unique and exciting itineraries and to always remain ahead of, or differentiated from, our competitors. As such, Exodus **requires** all local partners to accept some limitations regarding which other tour operators they can work with. Exodus asks that partners declare all their existing relationships at the time of entering into a contract, and declare any intention to work with any other UK based or English language tour operators beforehand. A decision to proceed without informing Exodus may damage or terminate the relationship.

5.2 DEALING WITH EXODUS - OUR EXPECTATIONS

Our local partners will deal with various teams at Exodus and each team will have certain expectations or systems that Exodus expects our partners to understand.

5.2.1 Product team

The Exodus Product team is responsible for all trip planning, supplier negotiation and customer documentation, and for bringing the product to market on the website and in brochures. Time frames for this annual process will be explained before the start of each year.

- **Trip planning** involves scheduling trip departure dates up to 18 months in advance. Where possible partners will be asked to give confirmed prices for the full range of dates. Where quotes are not given in the local or operating currency, exchange rates used should be shown in the quote, so significant fluctuations in exchange rates can be discussed if needed.
- **Brochure and website copy and Trip Notes** is created with full input and review from Exodus' local partners, details of which are explained above.
- **Capacity Management** is the process by which Exodus plans and manages the capacity on sale at any time to ensure our trips run at an overall percentage 'fill-rate' that matches our targets. This often involves closing or cancelling some trips with low predicted sales, based on current trends. Decisions to confirm, close or cancel trips are often made quite far in advance to avoid cancelling trips at a later date, when customers may have booked. Decisions are also often based on current flight availability, which has a great effect on UK based bookings. Exodus always deal with this process with open dialogue and two way communication.
- The product team also play the key role in the **quality management** of our holidays. They will regularly review all feedback and work closely with local partners and other Exodus teams to ensure each trip meets customer satisfaction targets.

5.2.2 Customer Operations team

The Customer Operations team has responsibility for post-sales/pre-travel services within Exodus.

A Customer Operations Executive within the team will have responsibility for all trips and suppliers in a particular region or country, and will be the main point of contact for all overseas partners for booking and customer information pre-travel, including:

- Booking updates for all planned tours throughout the year.
- Managing room allocations and late bookings after room allocations are released.
- Single room and extra accommodation requests from customers.
- Dietary and special requests from customers.
- Rooming Lists or Tour Manifests.

Exodus **expects** local partners to give a response or acknowledgement to any Customer Operations request within 24 hours from Monday to Friday.

The Customer Operations team is also the main point of contact once trips have begun for operational questions concerning individual customer issues or general group logistics. Serious issues are generally referred to the Product team and serious incidents or emergencies have their own separate procedures as shown in section 6.2 on page 24.

5.2 DEALING WITH EXODUS - OUR EXPECTATIONS



5.2.3 Operational Finance team

Invoices and payment are dealt with by our Operational Finance team. Overseas partners should note the general procedure (exceptions may occasionally apply) as shown below:

- Proforma invoices can be sent 5 weeks before departure and payment can be made up to 4 weeks before departure.
- Final invoices can be sent after the tour has departed.
- Full bank details should be included on all invoices, ie. IBAN and SWIFT CODES.
- Allow 10 working days for payments.
- All payments are made online as same day payments, as such there are no receipts, but partners will be informed when a payment has been made.
- Exodus pays any fees from our own bank, but any fees charged by the recipients bank cannot be claimed from Exodus.
- Contact details are: opfinance@exodus.co.uk

5.2.4 Other departments

Partners may receive communication (or wish to communicate with) other Exodus departments. These can include:

- **Operational Quality (OQ):** For Operational Branding, Health and Safety Issues, Leader Training and Incident Management. Contact: OQ@exodus.co.uk
- **Customer Services:** For investigation of customer complaints. Contact: customerservices@exodus.co.uk
- **Special Groups:** Special or Private Groups are managed via the product team or directly from the specialist sales consultant. Contact: groups@exodus.co.uk

5.3 SUPPORT LOCAL PARTNERS CAN EXPECT TO RECEIVE FROM EXODUS



5.3.1 Significant sales effort	<p>Exodus has a significant marketing and promotional budget that is focused on generating as many enquiries and bookings for Exodus as possible. Normal channels include agency training, broad 'brand' marketing, programme-specific marketing and promotions.</p> <p>Sometimes Exodus target marketing efforts for specific destinations or activities, but often our approach is to promote the company as a whole and let the customers choose the most appropriate trip for themselves from our range of over 400 itineraries.</p>
5.3.2 Payment in good time	<p>Exodus is happy to pay local partners up to 4 weeks in advance, as long as normal criteria are met, and there are no exceptional circumstances. Invoices, once received, are generally turned around within 10 working days.</p>
5.3.3 Feedback on customer satisfaction and trip quality	<p>The Exodus product team will provide you with appropriate feedback. Details of this procedure should be agreed with your main product contact and can include sending feedback on all departures, groups of departures, or just those departures where there are concerns. Annual reviews will be prepared and can form the basis of discussions before preparing for the following year's programme.</p>
5.3.4 Support when things go wrong	<p>Exodus works very closely with overseas partners to ensure that all unexpected events are dealt with in a way that minimises the negative impact to the customers, to Exodus and the local partner. This kind of support can fall in to 3 broad categories:</p> <p>Local complaint handling: Exodus encourages all local partners to resolve customer complaints as they are raised, and Exodus will offer any advice and support for local partners as required.</p> <p>Operational and logistical problems: Exodus should be consulted regarding operational decisions that affect the running of any itinerary. Often Exodus takes advice on the best course of action from local partners who have the best knowledge about options available.</p> <p>Incident and Crisis Management: Exodus provides partners with a dedicated contact (including outside office hours) to handle any ongoing incidents. In a crisis situation, Exodus will set up a crisis management team and will remain in constant contact with all relevant overseas parties.</p>
5.3.5 A long-term approach to cooperation	<p>Exodus believes in long-term cooperation with our local partners. As such Exodus will always work with our local partners to find solutions to any problems that may arise in the relationship. While Exodus will usually require remedial action or implementation of new control measures to prevent problems recurring, Exodus will only risk long term cooperation where issues are clearly recurring and there is a obvious inability or unwillingness to solve them.</p>

6 PROCESSES FOR HANDLING UNANTICIPATED SITUATIONS

6.1 Changing security situations

Where the security situation in a country or region changes, Exodus will always base actions on the advice of the British Government's Foreign and Commonwealth Office (FCO). As such, should any local partner be aware of a specific security risk, Exodus **requires** all our partners to monitor this advice carefully at www.fco.gov.uk. Beyond this, Exodus also **requires** all local partners to solicit security advice from the police and any other relevant local authorities.

Should the situation be changing rapidly and Exodus groups are in-country or due to arrive imminently, Exodus **expects** local partners to offer regular updates (at least daily) and to have an appropriate member of staff on duty at all times.

6.2 Incidents, emergencies and crisis management

Exodus and our local partners must manage all serious incidents with great care to ensure that customers and staff are well cared for, and that Exodus and our local partners do not suffer damage or harm due to the incident. Incidents can be categorised into three broad areas:

Incident: Something that happens to the group or an individual, including serious sickness, injury or death.

Emergency: Something that happens in a destination or location that affects anyone in the area at the time, including natural disasters, political or social unrest or similar.

Crisis: Either of the above, but where there is the clear need for Exodus and our local partners to manage the situation in an urgent and active way to further protect customers, staff and company reputations.

6.2.1 Quick checklist

Incidents, emergencies and crises - quick checklist

- Gather relevant information from all parties.
- Ensure that all customers and staff (those involved and witnesses) are in no further danger.
- Ensure lines of communication with groups and leaders stay open as the situation develops.
- Contact Exodus to advise, give regular updates and seek further actions.
- Contact local police or other relevant authorities.
- Contact the embassy, consulate or high commission of passengers involved.
- Contact customers' travel insurance company, but never contact next of kin.
- Organise appropriate on-going management cover as the situation develops.

6.2.2 Contacting Exodus

It is crucial to keep Exodus informed of any incidents; if in doubt always contact us immediately. Exodus should generally be contacted according to the following criteria.

Type of incident	When to contact	Who to contact
Non-urgent		
Logistical issue affecting some customers or whole group.	Call during office hours or email appropriate person and follow up with call during office hours.	Exodus Product or Customer Operations teams Tel: 0044 20 8772 3747
Minor Incident		
Customer illness or injury which necessitates hospitalisation.	Call during office hours or email appropriate person and follow-up with call during office hours.	Exodus Product or Customer Operations teams Tel: 0044 20 8772 3747
Serious Incident or Emergency		
Customer serious injury or death. Natural disaster in the immediate area.	Immediately.	Exodus Product or Customer Operations teams Tel: 0044 20 8772 3747 Out-of-hours Duty Office Tel: 0044 1582 644100

6 PROCESSES FOR HANDLING UNANTICIPATED SITUATIONS

6.2.3 Your own written emergency procedure

Exodus **expects** all local partners to have a simple written emergency procedure for use by its Tour Leaders and within its organisation. This can be based on section 6.1.2 and 6.2.2 on page 24, and should include all appropriate emergency contact numbers for key local staff and Exodus. Section 6.2.1 and 6.2.2 is available as a separate document held on our website.



Supporting Documents: *Incidents, Emergencies and Crisis Management for Local Partners.*

6.2.4 Trained and competent staff on duty

Exodus **expects** all local partners to include incident management in their office staff and tour leader training sessions. If possible this should also include a 'dry-run' or 'simulation' of a possible incident type commonly encountered on the type of trips operated for Exodus.

Exodus **requires** all local partners to ensure that when an incident occurs, key senior members of staff deal with the incident and that they (or other appropriate members of staff) remain on call on a 24-hour basis to manage the incident as it develops.

6.2.5 Customer travel insurance

At the start of all Exodus trips, leaders must take a note of every customers' travel insurance details, including the emergency contact phone numbers. Exodus recommends that where possible, a copy of these details is also left with an appropriate staff member at the local partner's office.

If an incident requires the assistance or intervention of a customer's travel insurance company, the leader or local partner may be required to contact the insurers (or their assistance service) on behalf of the customer, especially in the case of a medical emergency. Exodus can also assist in this process, and details of the assistance company and case number should be given to Exodus at an early stage.

6.3.1 Outbound flight delays

Unfortunately flight delays are not uncommon and are beyond Exodus' control. Whilst it is rare that Exodus can do anything to deliver our clients to their destination more speedily, it is very important that Exodus and our local partners manage the parts of the service we can control excellently.

If Exodus are informed of a flight delay, in most cases it is by the delayed customers contacting Exodus (or our out-of-hours service) and this may or may not include a rescheduled arrival time. In all circumstances, customers are asked to give new flight times once they are confirmed to ensure they are met at the airport. Exodus will always pass on new arrival details to local partners where we have been informed.

Where customers are severely delayed Exodus **requires** the local partner to do the following:

- Rearrange airport transfers so any delayed customers are met by an appropriate member of staff who understands the delay and the onward logistics.
- For the member of staff to apologise to the delayed customers on behalf of Exodus and explain the plans to catch up with the itinerary and/or rest of the group.
- Ensure that those customers who are liable for the cost of the 'catch-up' services are informed of the cost, and to take payment locally (see below).

The cost of any extra services should be charged as follows:

Flight Inclusive customers. Where the group flight is delayed, Exodus will cover any extra costs to transfer customers to the first hotel or for them to catch up to the itinerary. Where a non-group flight is delayed, if a private transfer has been booked, Exodus will cover any extra costs to transfer customers to the first hotel or for them to catch up to the itinerary. Where a non-group flight is delayed, if a private transfer has not been booked, the client should cover any costs of the transfer to the hotel, but if they have to catch up to the itinerary, Exodus will cover any extra costs.

Land Only customer. In all cases, Land Only customers cover any cost related to catching up to the itinerary, but these arrangements should be made by the local partners.

6.3.2 Customer no shows

If a customer fails to appear at the agreed joining point, the Tour Leader and local partner are expected to make significant effort in order to locate that group member. Exodus should be informed of the 'no show' as a matter of course within 12 hours of their missed arrival.

6.3.3 Homeward flight delay

For Flight Inclusive customers, Exodus is liable for returning the customers to their starting airport and at no extra cost to them. In almost all cases, the airline will assume the responsibility for these onward arrangements, however this cannot always be guaranteed, therefore Exodus requires all local partners to take appropriate actions to help Exodus deliver the full package as booked by the customer. These actions normally include:

- Before the day of departure, check with the airline that the flight time has not changed and is as shown on the tour manifest and the customers' documentation.
- Ensure the tour leader or airport transfer representative sees that the customers are properly checked-in and that local contact details are given should there be a serious delay or problem after check-in.
- Where a delay or cancellation occurs, ensure that the airline delivers the expected accommodation and food requirements, and that they re-book customers to the next available flight.
- Contact Exodus to inform us of the delay.

6.4 TRAVEL DELAYS OR DISRUPTION IN-COUNTRY

6.4 Travel delays or disruption in-country

Delays or disruption to pre-arranged itineraries can happen for a variety of reasons, including industrial action, adverse weather conditions or damage to infrastructure etc.

Our joint obligation is to ensure that we deliver the original itinerary at no extra cost to our customer. While we will always endeavour to minimise delays, any decision to re-arrange travel at extra cost to Exodus will be made at Exodus' discretion. Exodus and our local partners should agree appropriate actions on a case by case basis, but the general principles employed are illustrated below:

- Where normal land (road or train) travel is delayed, alternative land routes should be found. If no land alternative is available, an alternative route may be suggested, or Exodus may consider using more expensive internal flights to avoid missing key parts of an itinerary or international flights. Any customers wishing to make their own arrangements before those made by Exodus do so at their own cost and risk.
- If a key highlight of the trip is no longer possible, replacement itineraries or activities should be offered, where possible of the same value of the missed visit or activity. No refund should be suggested or offered for missed parts of any itinerary.
- Where either a delay or omission becomes a regular occurrence, Exodus expects local partners to have appropriate plans in place, and to allow for this in the cost of the services.
- Exodus **requires** local partners to inform us of any significant delays or missed parts of an itinerary as a matter of course.

6.5 Group or customer issues

Exodus expects all Tour Leaders to have the appropriate skills to deal with most issues that may arise on a trip and general guidelines for leaders are included in the Leader Manual. Where an issue cannot be adequately solved, leaders are expected to escalate the problem and seek advice from their management or Exodus as applicable. Such issues might include serious on-trip customer complaints, customers causing difficulties within a group, customers unable to complete the itinerary or customers choosing to leave a trip early due to dissatisfaction.

A summary of all Exodus 'requires, expects and recommends' standards, as explained in section 1.3

Section number	Relevant content
4.1.1	Well priced and attractive trips <ul style="list-style-type: none"> Exodus expects its partners to understand the nature of the market we are selling in, and to help us provide itineraries that are more attractive than those of our competitors wherever possible in terms of both price and content.
4.1.2	Well planned and fine-tuned itineraries <ul style="list-style-type: none"> Exodus therefore requires all holidays to be thoroughly researched and fine-tuned. New trips. Exodus requires new itineraries to be tested or evaluated by an appropriately skilled manager or leader before operation.
4.1.3	Service Innovation and upgrades <ul style="list-style-type: none"> Exodus expects all local partners to demonstrate how they are improving the customer service or experience.
4.1.4	Accurate customer information <ul style="list-style-type: none"> Our local partners have a contractual obligation to: (refer to page 12 for full copy)
4.1.6	Responsible tourism in action <ul style="list-style-type: none"> Exodus expects all local operators to ensure that on every trip there are practical demonstrations (at least one) of Responsible Tourism in action.
4.1.7	The Exodus 'Standard Trip Elements' <ul style="list-style-type: none"> Exodus requires that the 10 Standard Trip Elements are delivered on all Exodus holidays.
4.2.2	Transport <ul style="list-style-type: none"> Road transport. Exodus requires all road transport to be of an appropriate size for the whole group to travel comfortably with hand luggage for their daily needs. Exodus requires that all transport is arranged in compliance with the Health and Safety Guidelines on transport.
4.2.4	Local Joining Points and airport transfers <ul style="list-style-type: none"> Exodus requires local partners or the Tour Leader to provide written information at the local joining point advising customers where and when to join the main party.
4.2.5	Activity specific product requirements <ul style="list-style-type: none"> Exodus requires local partners to refer to and follow the appropriate documents when creating and operating these types of holidays.
4.3.1	Tour Leaders <p>Online Leader Induction Module</p> <ul style="list-style-type: none"> Exodus requires all Tour Leaders to complete the online Leader Induction Module before leading their first Exodus trip. <p>Leader Manual</p> <ul style="list-style-type: none"> Exodus requires all leaders to have read this manual, to carry a copy and refer to it where necessary.

Section number	Relevant content
4.3.2	<p>Leader management</p> <ul style="list-style-type: none"> Exodus requires local partners to have developed appropriate systems for managing leaders and their performance. <p>New leader training</p> <ul style="list-style-type: none"> Exodus requires local partners to have a standard training programme for new leaders, which should include: <p>Annual training updates</p> <ul style="list-style-type: none"> Exodus expects local partners to run annual training sessions where new procedures are discussed or areas of weakness are addressed. <p>Leader skills and qualifications</p> <ul style="list-style-type: none"> Exodus requires all Tour Leaders to have appropriate qualifications, whether required by law or by acknowledged local best practice for that activity. Exodus requires all partners to keep copies of appropriate leader qualifications. Exodus requires all Tour Leaders to have an appropriate First Aid qualification. <p>Leader choice</p> <ul style="list-style-type: none"> Exodus requires local partners to have a clear understanding of different product requirements and to schedule appropriate leaders for every trip. Exodus expects local partners with more than five full time leaders to propose and agree a small pool of leaders to (as far as possible) run all Exodus trips. <p>Leader performance management</p> <ul style="list-style-type: none"> Exodus expects local partners to have leader performance management systems based on customer feedback, and this should be the primary performance indicator. Exodus expects proper action to be taken where leaders are falling below targets. Exodus therefore recommends that local partners offer leaders an appropriate form of reward which may take the form of annual bonuses, final payment only being approved after acceptable feedback is collected, or another system.
4.3.3	<p>Customer Health and Safety</p> <p>Client Health and Safety Minimum Standards document</p> <ul style="list-style-type: none"> Exodus has produced a set of Health and Safety Minimum Standards that are part of the standard supplier contract, and we require our local partners to comply with these. <p>Management of Health and Safety within your organisation</p> <ul style="list-style-type: none"> Exodus requires a named member of staff to be in charge of Customer Health and Safety within our local partners. <p>Auditing of services used on Exodus trips</p> <ul style="list-style-type: none"> Exodus requires local operators to use appropriate care when choosing all services. <p>High risk or hazardous activities</p> <ul style="list-style-type: none"> Exodus requires local partners to take extra care in the sourcing of these activities. <p>Trip Risk Assessments</p> <ul style="list-style-type: none"> On an annual basis, before the start of each new year of operation, Exodus requires local partners to review every Risk Assessment and check the systems they have in place to ensure that all control measures are understood and used on a systematic basis by leaders and staff.

Section number	Relevant content
4.3.4	<p>Quality control systems</p> <ul style="list-style-type: none"> Exodus expects local partners to have a way of feeding customer feedback into their quality control systems. <p>Customer feedback systems – Exodus Holiday Evaluation Forms</p> <ul style="list-style-type: none"> Exodus requires all Tour Leaders to explain the Holiday Evaluation Form procedure in their end of trip briefing to help increase the response rate. Exodus expects a report of what happened and a list of agreed actions to raise standards in the future. In all cases of poor performance, Exodus requires the full cooperation of its local partners to help achieve the required levels of customer satisfaction. <p>Customer Feedback – Complaint handling</p> <ul style="list-style-type: none"> Exodus requires full, careful and timely cooperation from all our local partners and where required, actions to be taken to avoid further occurrences. <p>Customer Feedback – Web reviews</p> <ul style="list-style-type: none"> Exodus expects all Tour Leaders to actively encourage customers to complete a web review if they wish to do so. <p>Leader Feedback – Trip Report Forms</p> <ul style="list-style-type: none"> Exodus requires each supplier to have a system of gathering leader feedback from every trip.
6.1	<p>Changing security situations</p> <ul style="list-style-type: none"> Exodus requires all partners to monitor this advice carefully at www.fco.gov.uk. Beyond this, Exodus requires all local partners to solicit security advice from the police or any other relevant local authorities. Should the situation be changing rapidly and Exodus groups are in-country or due to arrive imminently, Exodus expects local partners to offer regular updates and to have an appropriate member of staff on duty at all times.
6.2.3	<p>Your own written emergency procedure</p> <ul style="list-style-type: none"> Exodus expects all local partners to have a simple written emergency procedure for use by its Tour Leaders and within its organisation.
6.2.4	<p>Trained and competent staff on duty</p> <ul style="list-style-type: none"> Exodus expects all local partners to include incident management in their office staff and Tour Leader training sessions. Exodus requires all local partners to ensure that when an incident occurs, key senior members of staff deal with the incident and that they (or other appropriate members of staff) remain on call on a 24-hour basis to manage the incident as it develops.